Ministry of Justice
and
Ministry of Public Safety
and Solicitor General

2017/18 – 2019/20
SERVICE PLAN

February 2017

For contact information and hyperlinks to additional information about the Ministry of Justice and the Ministry of Public Safety and Solicitor General, see page 23.

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Attorney General and Minister of Justice Accountability Statement

This joint *2017/18 - 2019/20 Service Plan* for the Ministry of Justice and the Ministry of Public Safety and Solicitor General was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*.

I am accountable for the basis on which the plan has been prepared.

Honourable Suzanne Anton QC
Attorney General
Minister of Justice

February 8, 2017

Minister of Public Safety and Solicitor General Accountability Statement

This joint *2017/18 - 2019/20 Service Plan* for the Ministry of Public Safety and Solicitor General and the Ministry of Justice was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*.

I am accountable for the basis on which the plan has been prepared.

Honourable Mike Morris
Minister of Public Safety and Solicitor General

February 8, 2017

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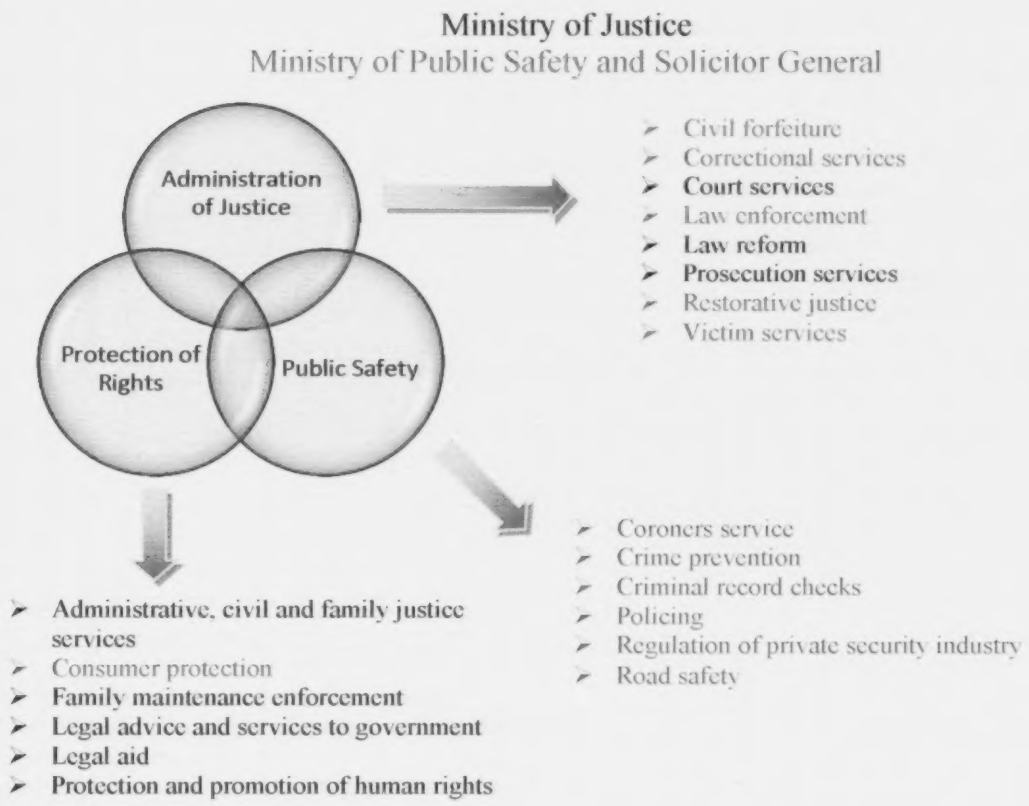
Purpose of the Ministries

The Ministry of Justice and the Ministry of Public Safety and Solicitor General work together to administer justice, deliver public safety services and programs, and provide legal services to government.[1] They accomplish this through dedicated and professional staff, and through innovation and service excellence in fulfilling the following responsibilities:



Our vision is a safe, secure, just and resilient British Columbia.

[1] The Attorney General and Minister of Justice and the Minister of Public Safety and Solicitor General are responsible for a number of agencies, boards, commissions and other tribunals (see Appendix B). The Minister of Public Safety and Solicitor General is also responsible for the Combined Forces Special Enforcement Unit – British Columbia (see Appendix C).

Strategic Direction and Context

Strategic Direction

The Ministry of Justice and the Ministry of Public Safety and Solicitor General share the same goals and objectives for the justice and public safety sector in British Columbia, as identified in this joint service plan and work together to achieve them.

The ministries support government's commitment to a strong economy and secure tomorrow for the citizens of British Columbia, outlined in the *Province of British Columbia Strategic Plan 2016/17 – 2018/19*, and deliver their responsibilities in accordance with the Taxpayer Accountability Principles.

The ministries are committed to continuing to transform the justice and public safety sector, working in collaboration with leaders, participants and stakeholders across the sector. This commitment is consistent with the direction provided by Premier Christy Clark in her December 2015 mandate letters to the Attorney General and Minister of Justice, Suzanne Anton, and the Minister of Public Safety and Solicitor General, Mike Morris. The letters established a number of priorities for the justice and public safety sector and these priorities continue to guide the work of the ministries.

Justice and public safety sector transformation is also being informed by ongoing engagement with Indigenous leadership and communities in order to build stronger relationships and reach an understanding of what can be done differently to improve health and wellbeing outcomes for Indigenous peoples across British Columbia. The ministries will encourage increasing engagement and discussion with Indigenous leadership and communities throughout the justice and public safety sector.

Strategic Context

Numerous factors affect the ministries in delivering their responsibilities and shape the transformation agenda of the justice and public safety sector, including:

- the national dialogue on the need to improve access to justice;
- the opioid public health emergency;
- mental health and addiction issues demanding increasing resources and enhanced coordination of services;
- over-representation of Indigenous people in the justice system, as both victims and offenders;
- violence against women;
- guns and gangs;
- increasing service delivery demands and costs;
- rapidly changing technology and increasing expectations for digitized services;
- federal government commitments that impact the province;
- constitutional and legislative requirements;
- external audits, reviews and commissions of inquiry; and,
- court decisions impacting service delivery, including timeliness of service.

The ministries are committed to a justice and public safety sector that is fair, protects people and has the public's confidence, and is innovative, sustainable and accountable. This demands that the ministries:

- maintain efficient and affordable operations and service delivery;
- have effective governance structures;
- continue to implement a robust and evolving plan for transformation;
- ensure strategic alignment between budget, investments and transformative goals and objectives;
- identify, understand, accept and manage the risks associated with transformation; and
- monitor, measure and report on performance for accountability.

Goals, Objectives, Strategies and Performance Measures

The Ministry of Justice and the Ministry of Public Safety and Solicitor General have jointly adopted the goals and objectives developed by British Columbia's Justice and Public Safety Council, as set out in the *Strategic Plan for the Justice and Public Safety Sector, April 2014 – March 2017* and reaffirmed in the second annual update to the plan released in March 2016. This sector-wide strategic plan and the subsequent updates were developed by the Council based on a wide range of advice, consultation and recommendations obtained through semi-annual Justice Summits held with leaders, participants and stakeholders across the justice and public safety sector in British Columbia. These goals and objectives have been identified by the Council as essential to the health of the sector.

> To maintain trust, we must ensure fairness. We must protect people, especially those who are most vulnerable. We must manage the sector in an innovative and sustainable way and, finally, we must ensure that the public has confidence in the integrity of the sector.
>
> *Strategic Plan for the Justice and Public Safety Sector, April 2014 – March 2017*

In working toward these goals and objectives, the ministries are committed to applying an Indigenous lens to our work in order to support culturally responsive and relevant policies, programs and services that address the unique needs of Indigenous peoples.

This section sets out the goals and objectives of the ministries and identifies the strategies developed to achieve them. Although the strategies are grouped under specific goals, many of them support more than one goal. Also included are select performance measures, several of which are related to multiple goals and objectives.

The measures included represent only a few of the many potential indicators of performance. Measuring the performance of justice and public safety programs and processes is complex. Long-term outcomes are affected by many factors and are not under the exclusive control of any one program area or ministry. The complex nature of justice and public safety outcomes requires a collective and integrated response from all justice and public safety sector stakeholders and partners.

Work is underway to increase the capacity of the justice and public safety sector to measure and report on performance to improve accountability and transparency. As part of this work, the ministries will engage with Indigenous leadership and organizations regarding development of indicators of Indigenous justice and wellbeing outcomes.

Goal 1: The justice and public safety sector in British Columbia is fair

Objective 1.1 Accessible
Objective 1.2 Impartial
Objective 1.3 Timely

Strategies

The Ministry of Justice and the Ministry of Public Safety and Solicitor General are increasing access to justice and efficiency of resource management through streamlined business practices, technology and alternative service delivery models. Examples of key initiatives reflecting this strategy include:

- The Civil Resolution Tribunal, Canada's first online tribunal to hear strata and small claims cases and reach binding decisions enforceable as a court order;
- Tribunal Transformation for more effective and efficient administrative tribunal services;
- Criminal Case Management and Court Scheduling with an Assignment Court model implemented in seven court locations to reduce delay and increase certainty in scheduling;
- The Comprehensive Disclosure Strategy aimed at enhancing efficiencies and relieving workload pressures for both the B.C. Prosecution Service and police;
- Justice Access Centres, which feature an integrated approach to helping clients reach early and affordable solutions to their family and civil justice issues, including a new Justice Access Centre in Surrey, expected to be operational by spring 2018;
- Reforms to ensure that the laws and procedures people use to resolve their issues reflect and respond to the changing needs of British Columbians; and
- The Road Safety Initiative, which is expected to shift traffic disputes out of court, improve public safety through greater police efficiency, and create more effective and efficient processes that are more accessible for citizens.

The ministries also strive to provide early assistance and support early resolution through:

- Support of Justice Innovation and Transformation Initiatives delivered through Legal Services Society (i.e., Expanded Criminal Duty Counsel, Expanded Family Duty Counsel, the enhanced Family LawLINE, and the Parents Legal Centre), with additional annual government funding

approved for initial expansion of these pilot initiatives, including establishing a Surrey Parents Legal Centre location in 2017/18;
- Strengthened enforcement of child and spousal support orders through the Family Maintenance Enforcement Program; and
- Implementation of recommendations in the *Lower Fraser Valley Regional Plan Court Capacity Expansion Project Final Report*, including construction of a new 14 room courthouse in Abbotsford (see page 20).

Goal 2: The justice and public safety sector in British Columbia protects people

Objective 2.1 Preventative
Objective 2.2 Protective
Objective 2.3 Systemic Approach

Strategies

A key strategic priority for the ministries is to engage Indigenous leadership, organizations and communities in creating better outcomes for Indigenous people across the justice and public safety sector through:

- The Minister's Advisory Council on Aboriginal Women, the BC Aboriginal Justice Council, and the First Nations Health Council;
- Support of the FPT Justice Framework to Address Violence Against Indigenous Women and Girls;
- Implementation of the Specialized Courts Strategy, including conducting analyses of First Nations court models and creation of the Aboriginal Family Healing Court Conference pilot program in New Westminster, jointly piloted with the Ministry of Children and Family Development;
- Exploring ways to improve access to justice in the North and in remote Indigenous communities, including increased use of alternative dispute resolution in child welfare matters as an alternative to a full court process;
- Developing and implementing Indigenous cultural safety training and trauma informed practices;
- Supporting the Ministry of Children and Family Development in reviewing the child protection system for Indigenous peoples;
- Supporting First Nations policing;
- Partnerships with Indigenous communities, contractors and organizations to support culturally relevant, community based alternatives and supports to the formal justice system;
- Collaboration between the Coroners Service and the First Nations Health Authority; and
- Strengthened relationships with local Indigenous leadership and communities.

These engagement activities inform steps towards progress in each Goal area of this service plan, and support strategies and activities throughout the justice and public safety sector.

The ministries are working to strengthen prevention, protection and support for victims of crime, and marginalized and vulnerable women and their children through:

- The Violence Free BC strategy;
- Domestic violence prevention and intervention measures, such as support for the Provincial Domestic Violence Plan, support of Domestic Violence Units, Domestic Violence Courts, domestic violence programming in Corrections, utilization of contracted professionals to serve protection orders where needed, and the #SaySomething social media and radio campaign;
- Support of Memorandum of Understanding Regarding Stopping Violence Against Aboriginal Women and Girls signed in June 2014 by the Province, the First Nations Summit, the Union of BC Indian Chiefs, the BC Assembly of First Nations, and the President of the Metis Nation of BC.
- Support of the National Inquiry into Missing and Murdered Indigenous Women and Girls, including establishment of a Family Information Liaison Unit with federal funding to support family members during the Inquiry;
- The Trauma Informed Practice Project, undertaken as part of the Department of Justice Canada's five year investment to enhance and support services to victims and survivors of crime in British Columbia;
- Provincial Policing Standards, including Provincial Policing Standards on Missing Persons Investigations; and
- BC's Action Plan to Combat Human Trafficking.

The ministries are engaging health, justice and public safety organizations in establishing a common provincial approach to mental health and addiction challenges. Work in this area includes:

- Support for the Cabinet Working Group on Mental Health;
- Creation of the Joint Task Force on Overdose Response in cooperation with the Ministry of Health to respond to the opioid crisis;
- Creation of the BC Coroners Service Drug Death Investigation Team;
- Continued support of evidence-based, specialized courts, such as Vancouver's Downtown Community Court, the Drug Treatment Court of Vancouver, First Nations Courts, Domestic Violence Courts and the Victoria Integrated Court;
- Promotion of information sharing between police agencies and health service providers;
- Crisis Intervention and De-escalation training for police;
- Corrections mental health assessments and coordinated programs and services; and
- The Integrated Offender Management/Homelessness Intervention Program.

In addition to the above strategies, the ministries work to improve community and road safety for all British Columbians through:

- The expanded Guns and Gangs Strategy, including creation of an Illegal Firearms Task Force; targeting prolific, violent and gang affiliated offenders; and the establishment of the Office of Crime Reduction and Gang Outreach;

- The Integrated Community Safety Initiative to better address the root causes of crime and violence in the Williams Lake and Cariboo-Chilcotin region;
- The BC Policing and Community Safety Plan;
- Community-based crime prevention initiatives;
- BC Coroners Service investigations, inquests and death review panels;
- The Public Safety Issues Committee on Cannabis Legalization;
- Safe and secure supervision in correctional centres and community corrections offices;
- Research based correctional programming aimed at reducing reoffending; and
- The BC Road Safety Strategy 2015 and Beyond, and Moving to Vision Zero: Road Strategy Update and Showcase of Innovation in British Columbia, aimed at making British Columbia roads the safest in North America.

Goal 3: The justice and public safety sector in British Columbia is sustainable

Objective 3.1 Focused
Objective 3.2 Managed
Objective 3.3 Effective

Strategies

As indicated under Goal 1, the ministries are increasing access to justice and the efficiency of resource management through streamlined business practices, technology, and alternative service delivery models. Examples of work reflecting the strategic focus on sustainability include:

- The Court Administration Transformation Suite, a series of initiatives that use innovative business processes and technology to improve access to justice and information sharing, sustain courts, and provide a range of quality services that enhance citizens' experiences with the justice and public safety sector;
- Innovative ways to move certain types of disputes out of courtrooms, such as the Civil Resolution Tribunal and the Immediate Roadside Prohibition Program, so that court resources may be reserved for the most serious matters;
- A review of police structure, governance, funding and service delivery that was completed and is now informing continued policy analysis;
- Information management and information technology systems modernization and outcomes management;
- Increased Lean[2] capacity and practices to support improvement of processes and services while building internal capacity;

[2] Lean is a continuous improvement philosophy that empowers employees to identify problems and create solutions. The LeanBC vision is that citizens' experience of government is improved through modernizing service delivery and streamlining government operations.

- The Legal Operations Optimization Project, focused on efficiencies and client service in providing legal advice and services to government;
- Electronic supervision of high-risk offenders and secure access to electronic justice services in Corrections; and
- Support for implementing an Integrated Services Network in Surrey, as recommended in the 2014 Surrey Criminal Justice Recommendations Report, to provide a single location for all justice, health and social service agencies involved in the co-delivery of programs and services aimed at reducing crime in Surrey.

Goal 4: The justice and public safety sector in British Columbia has the public's confidence

Objective 4.1 **Adaptive**
Objective 4.2 **Performance-focused**
Objective 4.3 **Empowering**

Strategies

The ministries are working to increase public confidence in the justice and public safety sector through education, transparency and performance reporting. This includes:

- Justice Summits held semi-annually to encourage innovation and facilitate collaboration across the justice and public safety sector;
- Business intelligence and performance management systems to support strategic planning and evidence-based decision making;
- Publication of justice and public safety data sets via DataBC and data dashboards;
- Coroners Service reporting on Medical Assistance in Dying (MAiD) and overdose deaths; and
- Strengthening consumer protection policies and legislation.

Performance Measure 1: Crime rates

Police-reported crime rates in B.C. (*Criminal Code* offences per 1,000 persons)	2015 Baseline[1]	2016 Forecast	2017 Target	2018 Target	2019 Target
Violent crime[2]	12.2	12.0	12.0	12.0	12.0
Property crime[3]	49.8	52.0	52.0	52.0	52.0
Other crime[4]	16.5	16.7	16.7	16.7	16.7
Overall crime rate	78.4	80.6	80.6	80.6	80.6

Data Source: Crime rates are obtained through the Uniform Crime Reporting Survey. Every police agency across Canada participates in this annual survey, which is managed nationally by the Canadian Centre for Justice Statistics, a part of Statistics Canada. Crime rates are based on all police-reported violent crime, property crime and other offences, but do not include offences that are traffic, drug or federal statute related.

[1] The data are reported by calendar year. The most recent year for which data are available is 2015.

[2] Violent offences include homicide, attempted murder, sexual and non-sexual assaults, firearm offences, robbery, forcible confinement or kidnapping, abduction, extortion, criminal harassment, uttering threats, threatening or harassing phone calls, and other violent offences.

[3] Property offences include the offence categories of theft, motor vehicle theft, possession of stolen property, trafficking in stolen goods, identity theft, identity fraud, breaking and entering, arson, mischief, fraud, and altering/removing/destroying a vehicle identification number.

[4] *Criminal Code* offences which are not violent or property related are classified as other offences. These include, but are not limited to, counterfeiting, offensive weapons, child pornography, gaming and betting, offences related to currency, disturbing the peace, and offences against the administration of justice.

Discussion

The crime rate is the number of *Criminal Code* offences (excluding drug crimes and traffic-related offences) reported for every 1,000 persons. It is a better measure of trends in crime than is the actual number of offences because it allows for population differences.

Many factors influence police-reported crime rates, including demographic changes, neighbourhood conditions, social and economic factors, public reporting practices, Crown and police charging practices, technological advancements, legislative amendments, local police service priorities, and social perceptions and attitudes towards certain crimes. While government does not control crime rates, crime reduction strategies are a priority of the justice and public safety sector and crime rates are tracked as an indicator of progress toward the goal of protecting people.

After ten years of consecutive annual decreases, British Columbia's overall crime rate increased in 2014 (by 2.2 per cent) and increased again by 3.5 per cent in 2015, rising from 75.8 to 78.4 offences per 1,000 population. In 2014 the increase was driven entirely by property crimes, while in 2015 all three offence types saw year-over-year increases.

2015 saw the first rise in the violent crime rate and the 'other' crime rate in B.C. in a decade. The violent crime rate rose by 6.1 per cent (from 11.5 violent offences per 1,000 population in 2014 to 12.2); similarly, the 'other' crime rate rose by 5.9 per cent (from 15.6 offences per 1,000 population in 2014 to 16.5).

Despite these increases, B.C.'s overall crime rate and violent crime rate are 33 per cent and 36 per cent lower than in 2005, respectively. Increases in crime rates were recorded for Canada in 2015, as well as in eight of the 13 provinces/territories.

Crime rates tend to fluctuate from year to year; however, the general trends over time in both Canada and B.C. showed a steady increase in crime rates from 1962 to 1991, followed by generally declining crime rates between 1992 and 2014.

The recent increases in the rate of crime in Canada and B.C. indicate a reversal of the downward trend that may continue over the next number of years. If the upward trend continues, it will likely occur across all western industrialized nations as has occurred in the past. It is for these reasons that the targets established for 2017 through 2019 are to maintain the rates forecasted for 2016, rather than targeting reductions in crime rates as the justice and public safety sector has done in the past.

Performance Measure 2: Rates of Non-reoffending

Percentage of adult offenders who are not re-convicted in BC within two years of release from custody, commencement of community supervision, or active community supervision.[1]	2015/16 Baseline	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
Community Corrections[2]	74.6	73.2	73.5	73.8	74.1
Custody[3]	47.9	48.6	48.8	49.0	49.2
Overall rate of non-reoffending[4]	70.1	69.0	69.3	69.6	69.9

Data Source: BC Corrections, Ministry of Public Safety and Solicitor General.

[1] This measure is based on offence date rather than sentence date. That means it includes all individuals, regardless of court date, who are not reconvicted with an offence date that falls within the two-year follow-up period. Therefore, the rates reported may shift slightly over time. The rate is calculated at the conclusion of each fiscal year for the purpose of service plans and annual reports. Each year's rate is based on the cohort two years prior. In other words, the 2016/17 forecast rate is based on offenders admitted and/or released in 2014/15.

[2] The Community Corrections rate is derived from individuals whose supervision was all or mostly in the community. It is the percentage of offenders who do not return to Corrections within two years of commencement or active community supervision.

[3] The Custody rate is derived from individuals who were released from custody and did not receive follow-up supervision in the community. It is the percentage of offenders who do not return to Corrections within two years of their release from custody.

[4] The overall rate of non-reoffending is the percentage of offenders who do not return to Corrections within two years of commencement of active supervision in the community or release from custody.

Discussion

Rates of non-reoffending are used as a litmus test when assessing the overall effectiveness of the justice and public safety sector in deterring and rehabilitating offenders, and thereby contributing to the goal of protecting people. However, criminal behavior is highly complex, involving a variety of individual and societal factors, and overall rates are slow to change. Therefore, targeting modest gains in these rates is appropriate. It should be noted that trends in non-reoffending rates are best examined over the long term, as it is expected that there will be minor fluctuations in these rates from year to year.

Each jurisdiction in Canada calculates recidivism using different variables for the follow-up time frame, the indicator of conviction (for example, most use sentencing date while BC Corrections uses offence date), and the definition of the sample to track. BC Corrections is working on a multi-year project with its provincial, territorial and federal counterparts to standardize a series of definitions, including recidivism.

Improving rates of non-reoffending is a priority of the justice and public safety sector, and efforts to do so will continue to focus on evidence-based strategies and increased collaboration among justice, public safety, social services and health partners.

Performance Measure 3: Traffic fatality and serious injury rates

Performance Measure	2011-2015 Baseline[1]	2016 Forecast[2]	2017 Target	2018 Target	2019 Target
Number of traffic fatalities per 100,000 population[3]	6.2	5.9	5.7	5.5	5.2
Number of serious traffic injuries per 100,000 population[4]	54.8	53.5	51.3	49.1	47.1

Data Source: Population estimates and projections are from BC Stats and are as of July 1st each year. Results are reported by calendar year rather than fiscal year. All numbers have been rounded to the closest tenth.

[1] The baselines for these rates are the average per year for the five year period of 2011 to 2015.

[2] The forecast rates for 2016 are based on the most recent available data. They are to be considered preliminary until the various data sources (Police, ICBC, BC Coroners Service, and Ministry of Health Discharge Abstract Database) have settled and been fully approved.

[3] Data on the number of traffic fatalities is from the Traffic Accident System (TAS) maintained by the Insurance Corporation of British Columbia, TAS Q3 2016.

[4] Data on serious traffic injuries is from the Ministry of Health Discharge Abstract Database. Serious injuries are defined as those requiring overnight hospitalization.

Discussion

Traffic fatality and serious injury rates are indicators linked to the goal of protecting people. As these rates are affected by random variations from year to year, trends in the rates are most meaningful when considered over the long term. The influence of factors external to government programs must also be taken into account. Despite these considerations, reductions in traffic fatalities and serious injuries over the long term remain good indicators of road safety improvements.

The targets are based on annual reductions of three per cent from the 2016 forecasts.

Performance Measure 4: Rate of traffic fatalities and serious injuries involving high-risk driving behaviours

Performance Measure	2015 Baseline	2016 Forecast[1]	2017 Target	2018 Target	2019 Target
The number, per 100,000 BC population, of fatalities and serious injuries resulting from a crash where alcohol, drugs, speeding and/or distraction were assessed to be a factor[2]	33.7	30.4	29.1	27.9	26.7

Data Source: Population estimates and projections are from BC Stats and are as of July 1st each year. Results are reported by calendar year rather than fiscal year. All numbers have been rounded to the closest tenth. Police attend most crashes occurring on a public road that result in serious injuries or fatalities. At the scene of such crashes, police record on an accident report form (MV6020) the factors they believe influenced the crash and assess whether victims have serious or fatal injuries. Serious injuries are assessed by the officer and may differ from hospitalization counts. A fatality or serious injury with more than one of the high-risk driving contributing factors (alcohol, drugs, speeding and/or distraction) will be counted once for each incidence reported.

[1] The forecast rate for 2016 is based on the most recent data available, extrapolated from January to August actuals. It is to be considered preliminary until the data have settled and been fully approved.

[2] Data on the number of traffic fatalities is from the Traffic Accident System (TAS) maintained by the Insurance Corporation of British Columbia, TAS Q3 2016.

Discussion

Combatting the high-risk driving behaviours within the scope of this measure (alcohol, drugs, speeding and distraction) is a priority of the justice and public safety sector, and the measure is an indicator of success in protecting the public from these road safety risks.

The targets are based on annual reductions of three per cent from the 2016 forecast.

Performance Measure 5: Timeliness of Victim Financial Assistance claim adjudication

Performance Measure	2015/16 Baseline[1]	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
Average number of days to adjudicate claims for financial assistance from victims and others impacted by violent crime	75	75	75	75	75

Data Source: Results for this measure are derived from the Electronic Victim Information System, taking into account the dates claims were received and the dates they were completed, as well as the cases that remain outstanding.

[1] The 2015/16 baseline has been revised to 75 days from the 63 days reported in the *Ministry of Justice and Ministry of Public Safety and Solicitor General 2015/16 Annual Service Plan Report* based on final data for that fiscal year. The 63 day timeframe initially reported was reflective of decisions completed to May 31, 2015, which included decisions on 90 percent of the applications received.

Discussion

This measure indicates the level of client service and system efficiency in administering the Crime Victim Assistance Program within the Ministry of Public Safety and Solicitor General under the *Crime Victim Assistance Act*. Along with the following two performance measures, it is linked to the goal of a justice and public safety sector that is fair, as well as the goal of protecting people.

The 2015/16 baseline represents adjudication of 98 per cent of claims received in that fiscal year. The baseline of 75 days for adjudication compares to a 317-day timeframe for adjudication in Ontario in 2014/15, where approximately 700 fewer applications were received.

Targets for this measure are based on the 2015/16 baseline, the forecast for 2016/17, staffing levels and projections for the number of applications that will be received by the program. The 2016/17 forecast of 75 days and the subsequent year targets reflect an ambitious effort to maintain this high level of service in the face of increasing applications. The program forecasts that it will receive over 100 more applications in 2016/17 than in 2015/16, representing a 2.5 per cent increase, for an estimated total of 4,166 applications in 2016/17. This growth trend is anticipated to continue into the future.

To determine claimants' eligibility for benefits, the Ministry of Public Safety and Solicitor General must obtain supporting information from third parties, such as police and medical professionals. This reliance on third parties to provide information results in the majority of claims being adjudicated within approximately three months; urgent cases requiring immediate assistance are expedited.

Performance Measure 6: Policing Standards

Performance Measure	2015/16 Baseline	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
Cumulative number of binding *British Columbia Provincial Policing Standards* approved for implementation	29	34	38	42	44

Data Source: Results for this measure are derived from records kept by the Policing and Security Branch, Ministry of Public Safety and Solicitor General.

Discussion

The *British Columbia Provincial Policing Standards* serve to set benchmarks against which certain aspects of police activities are measured. They are designed to ensure the safe and effective delivery of policing and to strengthen police accountability.

The development of new policing standards is undertaken by the Ministry of Public Safety and Solicitor General in consultation with an advisory committee comprised of interested stakeholders. Fiscal implications are considered during the development of new standards and significant efforts are made to mitigate costs. The ministry continues to work toward developing additional standards in response to the recommendations from the Missing Women Commission of Inquiry Report.

Performance Measure 7: Average child and family support payments per case per year recovered through the Family Maintenance Enforcement Program

Performance Measure	2011/12 - 2015/16 Baseline[1]	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
Average child and family support payments per case per year recovered through the Family Maintenance Enforcement Program	$5,711	$6,435	$6,666	$6,906	$7,155

Data Source: Results for this measure are derived from the Family Maintenance Enforcement Program Case Management Application, Ministry of Justice. Results are calculated as total payments per fiscal year divided by the total number of cases. A case is defined as a court order for support with a payor and a recipient.

[1] The baseline for this measure is the average for the five-year period from 2011/12 to 2015/16.

Discussion

The Family Maintenance Enforcement Program in the Ministry of Justice was responsible for the administration of an annual average of 43,108 cases during the baseline period of 2011/12 to 2015/16, including necessary enforcement measures to ensure payment of child and family support. Case management activities are carefully tracked, including enrolment of cases, payments, enforcement measures taken (administrative and court) and communications with clients.

A key outcome measure for the program is the average payments per year to families enrolled in the program. The targets for the measure are based on trend analyses conducted by the Family Maintenance Enforcement Program.

Resource Summary

Resource Summary Table – Ministry of Justice and Attorney General

Core Business Area	2016/17 Restated Estimates [1]	2017/18 Estimates [2]	2018/19 Plan	2019/20 Plan
Operating Expenses ($000)				
Justice Services	110,297	113,154	114,016	114,021
Prosecution Services	126,598	127,889	131,021	131,021
Court Services	99,496	105,321	105,471	105,471
Legal Services	21,207	22,491	24,033	24,033
Agencies, Boards, Commissions and Other Tribunals	23,394	23,550	23,774	23,774
Executive and Support Services	15,833	15,684	16,052	16,052
Judiciary	71,786	74,388	74,738	74,738
Crown Proceeding Act	24,500	24,500	24,500	24,500
Independent Investigations Office	7,552	7,574	7,614	7,614
Statutory Services[3]	-	-	-	-
Total	**500,663**	**514,551**	**521,219**	**521,224**

Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Agencies, Boards, Commissions and Other Tribunals	10	10	10	10
Executive and Support Services	4,842	4,118	4,067	4,533
Judiciary	570	570	570	570
Independent Investigations Office	145	0	0	0
Public Guardian and Trustee Operating Account	363	363	363	363
Total	**5,930**	**5,061**	**5,010**	**5,476**
Other Financing Transactions ($000)				
Receipts	(2,900)	(2,900)	(2,900)	(2,900)
Disbursements	2,900	2,900	2,900	2,900
Total Net Cash Source (Requirements)	**0**	**0**	**0**	**0**

[1] For comparative purposes, amounts shown for 2016/17 have been restated to be consistent with the presentation of the 2017/18 *Estimates*.
[2] Further information on program funding and vote recoveries is available in the Estimates and Supplement to the Estimates.
[3] Statutory Services includes Public Guardian and Trustee Operating Account.

Major Capital Projects – Ministry of Justice

Major Capital Projects (over $50 million) ('000's)[1]	Targeted Completion Date (Year)	Project Cost to Dec 31, 2016 ($ millions)	Estimated Cost to Complete ($ millions)	Approved Anticipated Total Capital Cost of Project ($ millions)
Abbotsford Courthouse Construction of a new 14 room courthouse in Abbotsford adds needed court capacity and supports the *Lower Fraser Valley Regional Plan Court Capacity Expansion Project Final Report*. The project is to be delivered as a public-private partnership, with the private partner providing the design, construction, partial financing and facility maintenance for a 30-year period following construction. Construction is to begin in 2018 with facility operations beginning in 2020. The new courthouse will double the number of courtrooms available in the current facility and create over a thousand jobs during the course of construction.	2020	1	156	157

[1] Note that the Ministry of Justice is the project lead for reporting purposes, while the project capital budget resides with the Ministry of Technology, Innovation and Citizens' Services.

Resource Summary Table – Ministry of Public Safety and Solicitor General

Core Business Area	2016/17 Restated Estimates [1]	2017/18 Estimates [2]	2018/19 Plan	2019/20 Plan
Operating Expenses ($000)				
Corrections	232,161	269,485	270,762	270,501
Policing and Security	356,850	369,846	367,128	367,155
Victim Services and Crime Prevention	40,387	40,818	41,209	41,210
BC Coroner Service	12,339	13,993	13,782	13,925
RoadSafetyBC	9,202	13,791	14,087	14,116
Executive and Support Services	16,034	17,591	18,040	18,041
Statutory Services[3]	14,785	16,530	16,280	16,284
Total	**681,758**	**742,054**	**741,288**	**741,232**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Executive and Support Services	16,342	13,776	12,476	12,017
Total	**16,342**	**13,776**	**12,476**	**12,017**

Other Financing Transactions ($000)				
Receipts	0	0	0	0
Disbursements	0	0	0	0
Total Net Cash Source (Requirements)	0	0	0	0

[1] For comparative purposes, amounts shown for 2016/17 have been restated to be consistent with the presentation of the 2017/18 *Estimates*.
[2] Further information on program funding and vote recoveries is available in the Estimates and Supplement to the Estimates.
[3] Statutory Services includes Civil Forfeiture Account, Corrections Work Program Account, Criminal Asset Management Fund, and Victim Surcharge Special Account.

Major Capital Projects – Ministry of Public Safety and Solicitor General

Major Capital Projects (over $50 million) ('000's)	Targeted Completion Date (Year)	Project Cost to Dec 31, 2016 ($ millions)	Estimated Cost to Complete ($ millions)	Approved Anticipated Total Capital Cost of Project ($ millions)
Okanagan Correctional Centre: A new 378-cell correctional centre near Oliver adds required inmate capacity in accordance with the Corrections Capital Asset Management Plan. The project is being delivered as a public-private partnership, with the private partner providing the design, construction, financing and facility maintenance for a 30-year period following construction. Construction was completed in 2016 with facility operations beginning in early 2017. The high-security centre will represent the largest value project to date for BC Corrections and will more than double capacity in the region. The facility will be supported by more than 240 full-time correctional officer jobs. The *Okanagan Correctional Centre Project Report* provides more detail on the project.	2016	210	7	217

Appendix A: Ministry Contact Information and Hyperlinks to Additional Information

Minister's Offices:

Honourable Suzanne Anton
Attorney General and Minister of Justice
PO Box 9044 Stn Prov Govt
Victoria BC V8W 9E2
Phone: 250 387-1866
Fax: 250 387-6411

Honourable Mike Morris
Minister of Public Safety and Solicitor General
PO Box 9010 Stn Prov Govt
Victoria BC V8W 9E2
Phone: 250 356-2178
Fax: 250 356-2142

Media Enquiries: 250 387-1753

Domestic Violence Helpline
1-800-563-0808
Confidential; Free; 24 hours/7 days; Multiple Languages

Families Change
Age-appropriate information to help kids, teens and parents deal with a family break up. The website was produced by the Justice Education Society in collaboration with the Ministry of Justice.

#SaySomething
Social media site; Multiple Languages
Resources for domestic violence victims, perpetrators, service providers and the family members, friends and bystanders who want to help.

Human Trafficking Helpline
1-888-712-7974
Confidential; Free; 24 hours/7 days; Multiple Languages
For assistance with human trafficking cases, including emergency services, and accessing shelter, interpretation and translation services.

VictimLink BC
1-800-563-0808
Confidential; Free; 24 hours/7 days; Multiple Languages
Provides help and information for victims of family and sexual violence, and all other crimes.

Ministry of Justice

Office of the Deputy Attorney General and Deputy Minister, Justice
- 250-356-0149

Court Services Branch
- 250-356-1550

Criminal Justice Branch
- 250-387-3840

Justice Services Branch
- 250-356-6582
  - Dispute Resolution Office
  - Family Maintenance Enforcement Program
  - Family Justice Centres
  - Investigation and Standards Office
  - Justice Access Centres

Legal Services Branch
- 250-356-8467

Ministry of Public Safety and Solicitor General

Office of the Deputy Solicitor General
- 250-356-0149

BC Coroners Service

Community Safety and Crime Prevention Branch
- 604-660-5199
  - Civil Forfeiture Office
  - Office to Combat Trafficking in Persons
  - Victim Services

Corrections Branch
- 250-387-5059

Policing and Security Branch
- 250-387-1100

RoadSafetyBC
- 250-387-7747

Appendix B: Agencies, Boards, Commissions and other Tribunals

Ministry of Justice

British Columbia Civil Resolution Tribunal

The British Columbia Civil Resolution Tribunal is responsible for providing online, facilitation and adjudication services under the *Civil Resolution Tribunal Act*. It provides parties with the opportunity to resolve complaints through online self-help information and tools, through facilitation services delivered mainly by tribunal staff, and through adjudications delivered by tribunal members. The Tribunal is accountable to the legislature through the Attorney General and functions independently of government on all matters related to adjudication of complaints. Orders of the Tribunal are enforceable in British Columbia's Provincial Court and Supreme Court. www.civilresolutionbc.ca

BC Ferry Commission

The BC Ferry Commission is a quasi-judicial regulatory agency operating under the *Coastal Ferry Act*. The Commission regulates the ferry operator, British Columbia Ferry Services Inc. (BC Ferries) on 25 saltwater routes and is independent of the government and BC Ferries. The primary responsibility of the Commissioner is to regulate ferry fares. The Commissioner sets a price cap on the average level of fares which BC Ferries can charge, the goal of which is to balance the interests of ferry users with the interests of taxpayers while protecting the financial sustainability of the ferry operator. Other key tasks include: monitoring adherence to the terms of the Coastal Ferry Services Contract; approval of major capital expenditures; regulating unfair competitive advantage; and the approval and monitoring of BC Ferries' customer complaints process. www.bcferrycommission.com

British Columbia Human Rights Tribunal

The British Columbia Human Rights Tribunal is responsible for accepting, screening, mediating and adjudicating complaints under the *Human Rights Code*. It provides parties the opportunity to resolve complaints through mediation; complaints that are not resolved through mediation proceed to a hearing before the Tribunal. The Tribunal is accountable to the legislature through the Attorney General and functions independently of government on all matters related to adjudication of complaints. Orders of the Tribunal are enforceable in the British Columbia Supreme Court. www.bchrt.bc.ca

British Columbia Law Institute

The British Columbia Law Institute was created in January 1997 to: promote the clarification and simplification of the law and its adaptation to modern social needs; promote improvement of the administration of justice and respect for the rule of law; and promote and carry out scholarly legal research. www.bcli.org

British Columbia Review Board

The British Columbia Review Board conducts hearings to review and assess the mental condition and level of threat to the public posed by mentally disordered accused persons for the purpose of determining whether they should be absolutely or conditionally discharged, or detained in a designated place of custody. www.bcrb.bc.ca

British Columbia Utilities Commission

The British Columbia Utilities Commission operates under the *Utilities Commission Act*, regulating utilities to ensure customers receive safe, reliable and non-discriminatory energy services at fair rates, and that shareholders of those utilities are afforded a reasonable opportunity to earn a fair return on their invested capital. www.bcuc.com

Building Code Appeal Board[3]

Under the *Building Act (Part 4, sections 19-21)*, the Building Code Appeal Board resolves disputes regarding the *British Columbia Building Code* on whether a matter conforms to a building regulation. The *British Columbia Building Code* establishes minimum standards for residential and commercial building construction. www.housing.gov.bc.ca/bcab

Community Care and Assisted Living Appeal Board[4]

The Community Care and Assisted Living Appeal Board was created under the *Community Care and Assisted Living Act* to hear and decide appeals from licensing, registration and certification decisions about community care facilities, assisted living residences, and early childhood educators. www.ccalab.gov.bc.ca

Employment Standards Tribunal[5]

The Employment Standards Tribunal was established under the *Employment Standards Act* with a mandate to conduct appeals of Determinations issued by the Director of Employment Standards and to reconsider decisions made by the Tribunal. www.bcest.bc.ca

Environmental Appeal Board

The Environmental Appeal Board resolves disputes related to decisions made by government officials on environmental issues. These decisions include water licences, contaminated site remediation orders, pesticide permits and the cancellation of hunting licences, among other things. The Environmental Appeal Board plays a role in ensuring the protection and wise use of the environment by providing a quasi-judicial access point for the public and industry to appeal certain government decisions. www.eab.gov.bc.ca

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[3] Responsibility for the Building Code Appeal Board will be transferred to the Ministry of Justice from the Ministry of Natural Gas Development and Minister Responsible for Housing on April 1, 2017.
[4] Responsibility for the Community Care and Assisted Living Appeal Board will be transferred to the Ministry of Justice from the Ministry of Health on April 1, 2017.
[5] Responsibility for the Employment Standards Tribunal will be transferred to the Ministry of Justice from the Ministry of Jobs, Tourism and Skills Training and Minister Responsible for Labour on April 1, 2017.

Financial Services Tribunal[6]

The Financial Services Tribunal hears appeals from individuals and institutions who want to contest enforcement decisions made by the Insurance Council of British Columbia, Real Estate Council of British Columbia, Superintendent of Real Estate, Superintendent of Pensions, Registrar of Mortgage Brokers and Superintendent of Financial Institutions. It provides an avenue of appeal for those who believe that they have been wrongly limited or denied the ability to work in one of the regulated occupations to which an appeal lies to the tribunal. The Financial Services Tribunal has jurisdiction to hear appeals under the following statutes: *Financial Institutions Act*, *Credit Union Incorporation Act*, *Mortgage Brokers Act*, *Real Estate Services Act*, *Pension Benefits Standards Act* and *Real Estate Development Marketing Act*. www.fst.gov.bc.ca

Forest Appeals Commission

The Forest Appeals Commission resolves disputes related to decisions made by government officials on forests and the environment under the *Forest Practices Code of British Columbia Act* and continued under the *Forest and Range Practices Act*. www.fac.gov.bc.ca

Health Professions Review Board[7]

The Health Professions Review Board was created under the *Health Professions Act* to provide an independent review of certain decisions made by the self-governing colleges of designated health professions regarding the registration of their members and the timeliness and disposition of complaints made against their registrants. www.hprb.gov.bc.ca

Hospital Appeal Board[8]

The Hospital Appeal Board was created under the *Hospital Act* to provide medical practitioners with an avenue of appeal from hospital board of management decisions affecting hospital privileges. www.hab.gov.bc.ca

Independent Investigations Office

The Independent Investigation Office was established to conduct civilian-based investigations of police officer involved incidents of death or serious harm. The Office is under the direction of the Chief Civilian Director, a position for which one cannot have ever served as a police officer. www.iiobc.ca

[6] Responsibility for the Financial Services Tribunal will be transferred to the Ministry of Justice from the Ministry of Finance on April 1, 2017.
[7] Responsibility for the Health Professionals Review Board will be transferred to the Ministry of Justice from the Ministry of Health on April 1, 2017.
[8] Responsibility for the Hospital Review Board will be transferred to the Ministry of Justice from the Ministry of Health on April 1, 2017.

Industry Training Appeal Board[9]

The Industry Training Appeal Board hears appeals under section 10 of the *Industry Training Authority Act*. The Board's fundamental purpose is to provide a specialized independent, accessible and cost-effective forum for the hearing of appeals from decisions of the Industry Training Authority regarding trainees and industry training credentials. www.itab.gov.bc.ca

Labour Relations Board[10]

The Labour Relations Board has a mandate to mediate and adjudicate employment and labour relations matters related to unionized workplaces. The *Labour Relations Code* establishes the Board and governs all aspects of collective bargaining amongst the provincially-regulated employers and employees. This includes the acquisition of collective bargaining rights, the process of collective bargaining, the settlement and regulation of disputes in both the public and private sectors, and the regulation of the representation of persons by their bargaining agents. www.lrb.bc.ca

Legal Services Society

The Legal Services Society provides legal aid in British Columbia as set out in the *Legal Services Society Act*. Services include legal information and advice to, and representation of, people with low incomes. The Province provides most of the society's funding, but the Legal Services Society remains independent of government. The society reports its activities to government through the Attorney General and determines the range of services it will provide within the framework of a memorandum of understanding negotiated with the Attorney General every three years. www.lss.bc.ca

Mental Health Review Board[11]

The Mental Health Review Board was created under the *Mental Health Act* to conduct hearings to review and decide whether persons certified /detained at any mental health facility in B.C. should continue to be certified /detained based on criteria in the Act. The Board's function is to ensure that patients who are certified by physicians and detained involuntarily in provincial mental health facilities have access to an objective and timely review process.
www.mentalhealthreviewboard.gov.bc.ca

Oil and Gas Appeal Tribunal

The Oil and Gas Appeal Tribunal is an agency tribunal that hears appeals from decisions of the Oil and Gas Commission which include certain orders, declarations, findings of contravention, administrative penalties and permitting decisions in relation to an 'oil and gas activity' such as geophysical exploration, the construction or operation of a pipeline, road construction, and the production, gathering, processing, storage or disposal of petroleum, natural gas or both.
www.ogat.gov.bc.ca

[9] Responsibility for the Industry Training Appeal Board will be transferred to the Ministry of Justice from the Ministry of Jobs, Tourism and Skills Training and Minister Responsible for Labour on April 1, 2017.
[10] Responsibility for the Labour Relations Board will be transferred to the Ministry of Justice from the Ministry of Jobs, Tourism and Skills Training and Minister Responsible for Labour on April 1, 2017.
[11] Responsibility for the Mental Health Review Board will be transferred to the Ministry of Justice from the Ministry of Health on April 1, 2017.

Property Assessment Appeal Board[12]

The Property Assessment Appeal Board was established under the *Assessment Act* and is the second level of appeal following the Property Assessment Review Panels. The most common issues in assessment appeals deal with the property's market value, fairness compared to the assessments of other similar properties, property classification and exemptions from taxation. www.assessmentappeal.bc.ca

Public Guardian and Trustee of British Columbia

The Public Guardian and Trustee is a corporation sole established under the *Public Guardian and Trustee Act* with a unique statutory role to protect the interests of British Columbians who lack legal capacity to protect their own interests. The mandate of the Public Guardian and Trustee is to: protect the legal and financial interests of children under the age of 19 years; protect the legal, financial, personal and health care interests of adults who require assistance in decision making; and administer the estates of deceased and missing persons. www.trustee.bc.ca

Safety Standards Appeal Board[13]

The Safety Standards Appeal Board was created under section 43 of the *Safety Standards Act*. The Board hears appeals of decisions made under the *Safety Standards Act* by provincial safety officers and safety managers. The Board also hears appeals of decisions made by the Registrar of the Homeowner Protection Office under the *Homeowner Protection Act*. www.housing.gov.bc.ca/ssab

Surface Rights Board[14]

The Surface Rights Board was established under the *Petroleum and Natural Gas Act (PNGA)*. Under the *PNGA, Mining Right of Way Act, Mineral Tenure Act, Geothermal Resources Act,* and *Coal Act*, the Board has jurisdiction to resolve disputes between landowners and companies that require access to private land to explore for, develop, or produce Crown-owned subsurface resources such as oil, gas, coal, minerals and geothermal. www.surfacerightsboard.bc.ca

[12] Responsibility for the Property Assessment Appeal Board will be transferred to the Ministry of Justice from the Ministry of Natural Gas Development and Minister Responsible for Housing on April 1, 2017.
[13] Responsibility for the Safety Standards Appeal Board will be transferred to the Ministry of Justice from the Ministry of Natural Gas Development and Minister Responsible for Housing on April 1, 2017.
[14] Responsibility for the Surface Rights Board will be transferred to the Ministry of Justice from the Ministry of Natural Gas Development and Minister Responsible for Housing on April 1, 2017.

Ministry of Public Safety and Solicitor General

Consumer Protection BC

Consumer Protection BC was established in 2004 under the *Business Practices and Consumer Protection Authority Act* and, as delegated by the provincial government, is responsible for administering British Columbia's consumer protection laws – namely the *Business Practices and Consumer Protection Act*, the *Cremation, Interment and Funeral Services Act*, and the *Motion Picture Act* – along with a variety of associated consumer protection regulations. It is a not-for-profit corporation that protects consumers and encourages a fair marketplace in the province. www.consumerprotectionbc.ca

Motor Vehicle Sales Authority of British Columbia

The Motor Vehicle Sales Authority of British Columbia is an administrative authority delegated by the provincial government to administer and enforce the *Motor Dealer Act* and its regulations, the *Business Practices and Consumer Protection Act* as it relates to the sale of motor vehicles, and other related statutes. Founded in 2004 and formerly named the Motor Dealer Council of BC, the agency became one of the first examples of government's new approach for administering public policy through a delegated administrative authority. mvsabc.com/

Police Boards

Under the *Police Act* in British Columbia, municipal police departments are overseen by an appointed police board consisting of civilian members of the community. Police Boards act as the conduit between the community and the police. Police Boards set the priorities, goals and objectives for the department and are responsible for developing the annual department budget. www2.gov.bc.ca/gov/content/justice/criminal-justice/policing-in-bc/municipal-police-boards

Appendix C: Combined Forces Special Enforcement Unit – British Columbia

In 1999, the Organized Crime Agency of British Columbia (OCABC) was created as an independent Designated Policing and Law Enforcement Unit under the *Provincial Police Act*.

In 2004, the Combined Forces Special Enforcement Unit-British Columbia (CFSEU-BC) was developed in consultation with the provincial government as an initiative to integrate the OCABC, the municipal police departments, and the RCMP. The Board of Governance for the OCABC also acts as the Board of Governance for the CFSEU-BC. The Board is comprised of: the Deputy Commissioner Pacific Region and Commanding Officer "E" Division RCMP; the President of the BC Association of Chiefs of Police; the President of the BC Association of Municipal Chiefs of Police; and the Chief Constable of the Vancouver Police Department. The Board determines the strategic direction of the CFSEU-BC and ensures its operational priorities are aligned with the policing priorities for British Columbia. The CFSEU-BC operates under the RCMP policies and procedures. Board members do not receive any remuneration.

The Chief Officer in charge of the CFSEU-BC leads an executive team comprised of civilian members in addition to regular RCMP and Municipal officers seconded from across the province. The CFSEU-BC Gang Enforcement Unit, Investigation Teams, and the Joint Illegal Gaming Investigation Team are just a few of the teams that fall under the responsibility of the CFSEU-BC. Offices for the CFSEU-BC are located in the Lower Mainland, Prince George, Kelowna, and Victoria.

The mission of the CFSEU-BC is to facilitate the disruption and suppression of organized crime that affects British Columbians. Its mandate is to investigate, prosecute, disrupt, and suppress criminal organizations, consistent with local, regional, national, and international priorities. The CFSEU-BC also supports other agencies by assisting in organized crime and major crime investigations. More information can be found at: www.cfseu.bc.ca.